

Necessity: *Invention is the mother of necessity.*—Thorstein Veblen, U.S. economist, 1857-1929

Holiday message from the Commander

POD: United by tradition, purpose

By Col. Carl A. Strock, POD Commander

I have been on the road lately and I can attest with personal experience to the breadth of our organizational geography across the Pacific. Although we may be scattered throughout the region — from Anchorage to Seoul to Tokyo, Honolulu and to Agana — we are bound tightly by tradition and a common purpose. That sense of commitment and purpose that brings us together should carry over at this time of year, to the spirit of the Holiday Season as we gather with family, friends and co-workers to celebrate and worship according to our own personal choices. It is a time to pause and reflect on a year of successes and progress marked by major strides to restructure our organization and position ourselves for an even more fruitful 1998.



Everywhere I've gone over the past several months I have seen evidence of our commitment and the accomplishment of a very important mission in our part of the world.

There is much to be proud of and to be thankful for. Still, the best is yet to come as we move past our current restructuring pains and emerge in 1998 as a robust organization with a clear view of where we are headed.

Meanwhile, as we take a well-deserved break over the next several weeks, I want to wish all of you a joyous Holiday Season. Julie, Chris, John and I wish you and your family a very Merry Christmas and a Happy New Year. Enjoy yourselves, celebrate sanely and safely, and we'll gather again next year to

continue the important work we have to do here in the Pacific.

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Holiday message from the Chief

Ample reason to be proud

This past year ranks as one of the best of my career. I am truly blessed to be leading this great organization and working with some of the finest people in the Department of Defense.

As I reflect on the past year, I have ample reason to be proud of the way you have supported the United States and our soldiers. The Corps has protected U.S. forces in the Middle East and continues to support our soldiers in Bosnia. We built numerous facilities at Army and Air Force bases around the nation to enhance their capabilities as power-projection platforms, and to enhance the quality of life of families. We also have the lead in renovating the Pentagon, the nerve center of the entire Department of Defense.

As always, our support to the nation remains

steady. Corps team members saved lives and property by fighting floods in California, the Pacific Northwest, and the Ohio River and Mississippi valleys.

The Corps continues to restore wetlands and wildlife habitat, including taking an active part in restoring the Everglades, the world's largest environmental restoration project.

We cleaned and decontaminated toxic waste sites, including former defense sites in order to turn them back to public use.

Perhaps most importantly, we continue to look to the future, and we have established a Vision and Strategic Plan to guide us as we face the coming challenges. I look forward to the coming year with great anticipation of what we can accomplish together.

The Corps family wishes you and your family happy holidays and a joyous and prosperous New Year.



By Lt. Gen.
Joe N. Ballard
USACE Commander